

SCOPE OF WORK: City of Santee

Comprehensive Active Transportation Strategy Plan

INTRODUCTION:

The City of Santee's Comprehensive Active Transportation Strategy aims to improve safety, connectivity, and economic vibrancy, while reducing GHG, as well as to develop an active transportation system that parallels regional and state planning efforts. The City is currently without a pedestrian master plan and the Bicycle Master Plan needs to be updated. The Active Transportation Strategy will assist in implementing the City's Mobility Element by determining: existing conditions and deficiencies, goals and objectives, priority projects and cost estimates, and implementation plan. When coupled with the city-wide Safe Routes to School Plan, all active transportation needs in the City will be addressed.

The City of Santee occupies an area of 16.5 square miles in the east of San Diego County, approximately 25 miles from downtown San Diego, and is home to approximately 57,000 people and 1,650 businesses. Public infrastructure and land use patterns in the City of Santee favor vehicular transportation, which negatively influences traffic circulation and speed, the health and safety of pedestrians and bicyclists, public transit and multi-modal choices. The lack of sidewalks and pedestrian ramps in some neighborhood and the lack of an integrated system makes it difficult for residents to practice active transportation in Santee which otherwise is conducive to active transportation with relative flat topography and easy access to trolley. According to the 2013 American Community Survey 91.6% of Santee residents commute to work in personal vehicles.

This scope of work provides a detailed explanation for the methods, services, requirements, and deliverables to be provided by the consultant for the completion of the City of Santee Active Transportation Plan.

OVERALL PROJECT OBJECTIVES:

To provide a Comprehensive Active Transportation Strategy plan (CATS) that addresses the needs of pedestrians and bicyclists in the city and implement the complete street policy as in the City's Mobility Element.

1. PROJECT MANAGEMENT

Task 1.1 Consultant Procurement

City staff will prepare a Request for Proposals to procure a consultant firm to conduct the project following city and/or Caltrans procedures as applicable.

- **Responsible Party:** City of Santee

Task 1.2 Project Kick-off Meeting with Caltrans

The City will coordinate a kick-off meeting with Caltrans. The Consultant will prepare the materials for the meeting.

- **Responsible Party:** Consultant/City of Santee

Task 1.3 Project Management

The Consultant team will meet with the City staff to review project goals and strategies, refine the scope of work and objectives, identify available data, establish communication channels, and discuss the public outreach scope and schedule. The consultant will initiate and conduct regularly scheduled coordination and status meetings with City staff, including preparation of all associated meeting materials, follow-up on meeting outcomes, and ensuring quality control. The Consultant will prepare and provide meeting schedules, meeting agendas, meeting minutes, evaluations of comments and suggestions, and progress reports.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
<i>1.1</i>	<i>Consultant procurement RFP and interview</i>
<i>1.2</i>	<i>Project kick-off meeting with Caltrans, with meeting agenda and minutes</i>
<i>1.3</i>	<i>Project meetings with agenda and minutes</i>
<i>1.3</i>	<i>Weekly calls to report progress</i>
<i>1.3</i>	<i>Final detailed scope and schedule</i>
<i>1.3</i>	<i>Monthly/quarterly status reports & invoices</i>

2. Public Outreach

The Consultant will develop a comprehensive public involvement strategy within six (6) weeks of project initiation. This task will rely heavily on the involvement of City staff. The following subtasks outline the major components of the proposed public outreach strategies.

Task 2.1 Develop & Maintain Project Web Site

The Consultant will establish and maintain a project web site to provide members of the public an outlet for receiving updated project information, asking questions and voicing concerns at their convenience. The web site will be strategically written and designed to catch the reader's attention and will include project background material, an anticipated schedule, public participation information and contact information.

- **Responsible Party:** Consultant/City of Santee

Task 2.2 Establish & Coordinate Project Working Group

The City, with the assistance of the Consultant, will develop a list of potential stakeholders to consult during the planning process, including stakeholders both internal to the City, such as the City staff from other departments, and stakeholders external to City staff and departments, such as

members of advocacy groups, and possibly staff from the police department, school district and SANDAG. These stakeholders will form the Project Working Group (PWG). The PWG will provide input and reach substantial agreement on policy issues, principles, methods for prioritizing projects, structure and content of the plan, and assist in gathering public input.

- **Responsible Party:** Consultant/City of Santee

Task 2.3 Community Workshops

The Consultant will plan, prepare, and facilitate two (2) public workshops, in addition to attending meetings with individuals and community groups as needed throughout the study. The first workshop will occur early in the planning process and will focus on familiarizing attendees with the project purpose, goals, scope, schedule, bicycle and pedestrian planning concepts; and identifying strengths/weaknesses of the current bicycle network and pedestrian environment, and opportunities for system improvements. The second workshop will occur following development of the draft plan, and will provide an opportunity for public review and comment. This meeting will include a presentation summarizing plan recommendations, with supporting maps and display boards highlighting infrastructure and programmatic recommendations. The Consultant will prepare the community workshop presentations, display boards, maps, and other materials such as agendas, handouts, questionnaires, sign-in sheets, and comment cards. We will provide these materials prior to the workshops for City staff review and input. We will also prepare community workshop notices to invite community members to attend the workshops.

- **Responsible Party:** Consultant/City of Santee

Task 2.4 Develop & Conduct Community Cycling and Pedestrian Survey

The Consultant will prepare a cycling and pedestrian survey to ask community members about their facility and program preference, cycling and walking behaviors, level of safety and comfort, and ideas about how to increase their personal cycling and walking. The survey will be available on the project web site, as well as distributed in-person at various meetings and during the targeted outreach to communities of concern under Task 2.5. The survey will be available in English and Spanish. The link to the web site and survey will be emailed to lists of community members developed during the City's General Plan Update process.

- **Responsible Party:** Consultant/City of Santee

Task 2.5 On-the-Street Outreach

Recognizing that the majority of people are unable or disinclined to participate in formal community meetings, we suggest conducting on-the-street outreach where the project team goes to the people. This can take various forms, but often involves setting up a booth in areas where people congregate, visiting businesses, and conducting informal polling. In addition to collecting input from people who might not ordinarily participate, this type of outreach is important for publicizing the project and generating activity on the online forums. Sending a team into the field in Trolley Square on a busy weekend when pedestrian traffic is high, prior to the first community workshop, will likely generate not only good information, but higher participation at the workshops. Or conduct such outreach at the Santee Street Fair if schedule permits.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
2.1	<i>Project Web Site</i>
2.2	<i>Establish Working Group</i>
2.3	<i>Community Workshops with Meeting Summaries and Findings</i>
2.4	<i>Outreach Materials</i>
2.5	<i>On-the-Street Outreach</i>

3. EXISTING CONDITIONS INVENTORY AND MAPPING

Task 3.1 Existing Document and Policy Review

The Consultant will reach out to all relevant City departments and request information on studies and plans that may potentially be relevant to the CATS. These studies and plans would include, for example, the City's Mobility Element, the Santee Safe Routes to School Plan, the San Diego County Bicycle Master Plan, the SANDAG Regional Transportation Plan/Sustainable Communities Strategy, CTP2040, and adjacent community plans. The Consultant will carefully assess planned, proposed, currently underway, and recently approved projects, not only for pedestrian and cycling, but for roadways and transit systems, as well as pertinent support policies.

- **Responsible Party:** Consultant/City of Santee

Task 3.1 Field Investigation

The Consultant will conduct field reviews to supplement existing information including touring existing routes by bicycle or foot, possibly with City staff, and/or representatives of other key interest groups. Field reviews will assist with identifying the need for new linkages, or the need to improve or remove linkages from the currently planned network. Field investigations will be documented at key locations using field notes, field measurements, and digital photography to identify system opportunities and constraints, and record site-specific information such as level of use, facility condition, and key gaps or obstacles for traveling by bicycle and foot within the City and to adjacent jurisdictions.

Harsh conditions, noise, lack of shading, high winds, lack of lighting, lack of amenities, and lack of buffers between vehicles and bicyclists or pedestrian will be recorded. Examples of information to be recorded during field reviews include the following:

- ROW widths and number of lanes,
- Posted speeds and traffic controls,
- Traffic volumes,
- Pavement condition,
- Transit stops,
- Major activity centers,

- Existing bicycle and pedestrian facilities, and
- Barriers to cyclists and pedestrians, such as gaps and obstructions.
- **Responsible Party:** Consultant/City of Santee

Task 3.2 Existing Conditions Base Maps

The Consultant will collect data and undertake field reviews to prepare existing conditions maps. Relevant mapping data includes recent aerial photography and shapefiles including existing street pavement widths, right-of-way widths, and existing bicycle and pedestrian facilities such as bike lanes and sidewalks, shared use paths, and pedestrian ramps. Other critical information includes bicycle and pedestrian projects that are planned, proposed, currently underway, or recently completed that impact the City. Based on field investigations and available data, the Consultant will prepare GIS maps depicting the existing cycling and walking systems by classification and/or facility types within the City and connecting to adjacent cities.

- **Responsible Party:** Consultant/City of Santee

Task 3.3 Existing Conditions Report

Based on information and data collected under the tasks listed above, the Consultant will review the City's existing bicycle and pedestrian facility network and programs for opportunities and constraints. The Consultant will determine the adequacy of facilities based on the following criteria:

- Safety
- Connectivity
- Systems completeness
- Ability to serve destinations
- Accessibility
- Convenience
- Ability to serve the needs of different types of bicyclists and other non-motorized users

The Consultant will prepare an existing conditions report describing the City's existing bicycle and pedestrian environments, current bicycle and walking programs, and summarize opportunities and constraints that provide the foundation for recommendations about system improvements in later tasks.

The Consultant will document all information collected during the previous subtasks related to bicycle and pedestrian infrastructure, travel behaviors, demands, and safety. This information will be critically assessed to call out key opportunities and constraints that, along with community and stakeholder input from the next task, will provide a foundation for making recommendations related to future network alternatives, programs and policies in Task 5 & 6.

The existing conditions report will provide a comprehensive summary of tabular and mapped data, to include but not limited to the following inputs from previous tasks:

- Policies relating to bicycle parking in public, private, and under-development locations
- Existing and currently planned bicycle facilities

- Current policies and procedures for maintaining existing and proposed active travel facilities including, but not limited to, the maintenance of smooth pavement, freedom from encroaching vegetation, maintenance of traffic control devices including striping and other pavement markings, and lighting.
- Current safety, education, and encouragement programs offered locally by Santee Sheriff, the California Highway Patrol, and local school districts.
- Existing coordination with neighboring communities, school districts, and regional planning documents
- Land uses and key community features
- Bicycle and pedestrian infrastructure
- Multimodal connections to and from other modes of transportation
- Existing and currently planned signage and wayfinding
- Areas of greatest need, near schools as well as in the community-at-large
- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
3.1	<i>Field inventory of key access points, gaps, proposed/potential bicycle corridors, and pedestrian corridors</i>
3.2	<i>Existing conditions base maps</i>
3.3	<i>Existing conditions report</i>

4. USER NEEDS ASSESSMENT

Task 4.1 Existing and Future Bicycle and Walking Demands

The Consultant will develop estimates of current daily bicycle and walking trips using peak period counts (collected as part of this planning process) and adjustment factors developed by the San Diego State University's Active Transportation Research program, which is currently collecting continuous, automated bicycle and walking counts at various locations across the county. The Consultant will collect up to 30 peak period bicycle and pedestrian counts strategically sited across the City, and then growing these peak period counts into daily counts using regionally available daily bicycle and pedestrian counts. Existing estimates will be used to forecast future cycling and walking demands. Existing and future bicycle and walking demands can be used in funding applications, and also to establish City benchmarks for the Active Transportation Monitoring Program described in Task 6.4.

- **Responsible Party:** Consultant/City of Santee

Task 4.2 Safety Needs Analysis

The Consultant will evaluate bicycle and pedestrian safety in two ways: (1) reviewing current bicycle and walking education programs being offered by the City, and comparing these with other programs offered by agencies throughout the state and country, and (2) reviewing available bicycle

and pedestrian collision data. Bicycle and pedestrian-related collisions (injuries and fatalities) will be collected for the past three years, and mapped so that locations with relatively high numbers of incidents can be identified. Information derived from this analysis will be used to identify specific locations needing improvements, plus possible enhancements in motorist, bicyclist and pedestrian awareness and educational programs.

- **Responsible Party:** Consultant/City of Santee

Task 4.3 Cycling and Walking Benefits

Along with peak period counts, the Consultant will perform targeted intercept surveying of cyclists and pedestrians to understand the rate of bicycle and walking trips replacing vehicle trips, as well as average bicycle and pedestrian trip lengths, especially for those trips replacing an automobile trip. This data can be used to estimate the emission reductions associated with bicycle and pedestrian travel and the resulting air quality benefits. The project team can also use the bicycle and pedestrian trip length data to understand the health benefits of cycling and walking, by developing estimates of average cycling and walking minutes per day or week.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
4.1	<i>User Needs Assessment Report, including summaries of estimated and forecast bicycle and walking demands; estimated and forecast air quality and health benefits; and bicycle and pedestrian safety evaluation</i>
4.2	<i>Maps illustrating reported bicycle and pedestrian collision locations</i>
4.3	<i>Document Benefits</i>

5. GOALS AND OBJECTIVES

Task 5.1 Develop CATS Goals and Objectives

The Consultant will develop consistent overall goals and objectives for the City's CATS, building on existing documents, the current Mobility Element, Regional RTP SCS, CTP 2040, and including extensive community input, consistency with the Regional Bicycle Master Plan, consideration of surrounding jurisdictions, and the Project Working Group.

- **Responsible Party:** Consultant/City of Santee

Task 5.2 Active Transportation Performance Indicators

Performance indicators will be drafted and linked to each goal and objective identified under Task 5.1. The Consultant will perform a best-practices review to understand state-of-the-art measures of active transportation. Such indicators will likely relate to demand, safety, and health. In Task 6.4, the Consultant will structure a data collection plan that supports on-going documentation of the active transportation performance indicators.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
5.1	<i>Report on proposed CATS Goals and Objectives</i>
5.2	<i>Active Transportation Performance Indicators</i>

6. RECOMMENDED PEDESTRIAN AND BIKEWAY NETWORK AND PROGRAMS

Task 6.1 Proposed Pedestrian and Bikeway Network

The existing conditions evaluation, Project Working Group meetings, public outreach events, and user needs assessment will guide the development of an updated citywide bikeway network and system of pedestrian facilities. Proposed network/system recommendations will take into consideration connectivity to the San Diego Regional Bicycle Master Plan, and to existing and planned facilities in adjacent cities. Network development will also take into account issues such as grades, route efficiencies, barriers, and system connectivity. The pedestrian network will take into account needs of vulnerable populations such as students, seniors, and transit users. The proposed bicycle and pedestrian network will include a variety of facility types and capital improvement projects. The Consultant will provide maps depicting the planned pedestrian and bicycle network by classification and types of facilities.

The Consultant will work to evaluate the Santee roadway network and provide specific cross-sections for all study roadways, including number of travel lanes, presence of sidewalk, bike and pedestrian facility, and transit integration (first and last mile). The proposed bicycle and pedestrian network will take into account several key factors that are critical to achieving more balanced neighborhoods and travel choices, including:

- Creating a layered network where each mode (walking, cycling, transit and driving) has a “complete network” that is well-connected, serves neighborhood centers, businesses and major attractions and destinations like schools, the commercial district, and transit nodes.
- Providing high-quality, inter-neighborhood bikeway and pedestrian connections that encourage cycling and walking for shorter trips in Santee. These connections, in addition to linkages to the adjacent communities and to the regional bicycle network, will create a comprehensive network of facilities that get people where they want to go without relying on a car.
- Ensuring that area schools are well-served by comfortable, safe bike and pedestrian connections to encourage travel to and from school by active travel;

- Providing for transit-bikeway and transit-walkway integration for last mile connections, and auto-bikeway integration on select roadways.
- **Responsible Party:** Consultant/City of Santee

Task 6.2 Prioritization

The recommended bicycle network and pedestrian facilities will be prioritized using such available measures as cycling and walking demand, barriers/need, safety issues, and construction feasibility. Criteria for prioritizing will be developed in conjunction with City staff and the Project Working Group. The prioritization methodology will be refined in consultation with City staff. The prioritization method will be used to rank the entire bicycle network and system of pedestrian facilities by classification and types of facilities for the entire City. These results will inform the development of high priority projects in Task 7.1.

- **Responsible Party:** Consultant/City of Santee

Task 6.3 Program Recommendations

The Consultant will recommend programs to improve bicycle and pedestrian education, utilization, enforcement, and public outreach efforts. These recommendations will be based both on the results of the previous tasks that identified problem areas and the experiences of other cities throughout the State.

- **Responsible Party:** Consultant/City of Santee

Task 6.4 Proposed Bicycle Support Facilities

Bicyclists in particular benefit from the presence of “end-of-trip” support facilities, such as bicycle parking and shower and locker facilities, when appropriate. The Consultant will conduct an inventory and prepare a map and summary of existing and proposed support facilities.

- **Responsible Party:** Consultant/City of Santee

Task 6.5 Active Transportation Performance Monitoring Plan

Under this task, the City and project team will develop an active transportation data collection plan that can support calculation of specific active transportation performance indicators identified under Task 5.2 – Active Transportation Performance Indicators. Such measures might include bicycle and pedestrian counts, estimates of bicycle and pedestrian miles traveled, mode shares by trip purpose, average minutes of cycling and walking per day, cycling/walking rates by subpopulations, sidewalk cycling, and cycling/pedestrian collision rates. The data collection plan will outline necessary data collection tools, data collection locations, and a schedule for data collection. The City understands that one key way to strengthen our commitment to active transportation is to inform policy-makers with data related to changes in active travel behaviors, and cycling/pedestrian infrastructure and programs.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
6.1	<i>Proposed bikeway and pedestrian/network by classification and/or facility types</i>
6.2	<i>Report summarizing prioritization methodology</i>
6.3	<i>Report outlining program recommendations</i>
6.4	<i>Support Facilities Maps</i>
6.5	<i>Active Transportation Performance Monitoring Plan</i>

7. IMPLEMENTATION PLAN

Task 7.1 Top Priority Project/Program Description Sheets/Cost Estimates

High priority projects and programs will be identified based on the output from Task 6. Consultant and the project team will prepare conceptual designs for the high priority bicycle, pedestrian projects, as well as planning-level cost estimates. The estimates will include planning, design, engineering construction and contingency costs. Consultant and the project team will develop project/program description sheets for 20 top priority projects/programs. Description sheets will describe key characteristics of each proposed route or bicycle program including:

- Street, roadway or corridor name
- Proposed facility or improvement type(s)
- Existing problem to be addressed
- Project cost estimates
- Connectivity to other bike or pedestrian facilities and modes of travel
- Conformance to the City's Safe Route to School Plan
- Recommended bicycle parking and storage needs
- Recommended program characteristics and implementation
- **Responsible Party:** Consultant/City of Santee

Task 7.2 Potential Funding Sources and Opportunities

The Consultant will prepare a memorandum identifying potential matching and major funding sources, associated criteria and requirements. Costs of the phased improvements will be compared with funding needs, so that long term programming for local matching funds can be accomplished.

- **Responsible Party:** Consultant/City of Santee

Task 7.3 Implementation Plan

The Consultant will prepare a memorandum summarizing a proposed implementation plan based on the prioritization and ranking outcomes combined with (a) funding availability and requirements, (b) other programmed transportation improvements, (c) eliminating an immediate bottleneck or safety hazard, and (d) ensuring that active transportation infrastructure grows citywide rather than as a series of disconnected projects over time. An implementation plan for fundable, high-priority projects and programs over the next 5 years will be developed, along with an unconstrained implementation plan for the next 20 years.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
7.1	<i>20 Top Priority Project/Program Description Sheets</i>
7.2	<i>Memorandum describing potential funding sources and opportunities</i>
7.3	<i>CATS Implementation Plan</i>

8. DRAFT CATS

The Consultant will prepare a Draft Comprehensive Active Transportation Strategy (CATS) comprised of the tasks and deliverables completed. We will submit a hard copy of the CATS to City staff and electronic copies to the Project Working Group for review.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
8.1	<i>Draft Comprehensive Active Transportation Strategies (CATS)</i>

9. PUBLIC HEARINGS

The draft CATS will be presented at the City Council meetings. The Consultant will work in conjunction with City staff to prepare materials for these public hearings.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
10.1	<i>City Council Staff Report and Presentation</i>

10. FINAL CATS

Following the City's review and approval of the Draft CATS, the Consultant will make revisions and prepare the final version of the document to be presented to the City Council as well as to the public.

- **Responsible Party:** Consultant/City of Santee

Task	Deliverable
11.1	<i>Final Comprehensive Active Transportation Strategy(CATS) document</i>

11. Quarterly Reporting and Invoicing

City staff will prepare quarterly report and invoice and send to Caltrans following Caltrans procedures.

- **Responsible Party:** City of Santee

Task	Deliverable
<i>12.1</i>	<i>Quarterly reports</i>
<i>12.2</i>	<i>Invoices to Caltrans</i>